Director of Training

19 May 1953

Chief, Plans and Policy Staff

Group Meetings with the Training Limison Officers of the Agency

I. Ceneral Statement

- 1. Separate group meetings of the DD/P (including Commo), the DD/I, and the DD/A Training Misison Officers were convened by S/PP for the purpose of explaining the objectives of the OTE request for statements of Office training requirements for Fy 1954 and Fy 1955 for budget and planning purposes.
- 2. A number of additional exections related to planning and requirements were raised, which are discussed below.

II. Summary of the Training Questions Raised

- 1. Questions on which common agreement was reached:
- A. That the OTR framework for the statement of training requirements was adequate for use by the various Offices; that the 1 June deadline could be met; and that all such statements should be processed to OTR through the appropriate Career Service Board.
- B. That clarification of the Junior Officer Training Program and its use in support of the efforts of the various Offices to provide training for on-duty personnel would be of considerable and general interest.
- c. That TLO meetings of the DD/P, DD/I, and DD/A groups separately and on an informal basis were most satisfactory from the TLO point of view, since they permitted full and free discussion in-appropriate to the larger joint meetings, and since problems common and peculiar to one group sould be discussed and in some instances resolved in such group meetings; that problems, isolated and discussed in group meetings, could then be the subject of joint meetings upon which final decision by the Birector of Training could be reached.

2. Specific In/P problem:

Accurate estimates of long-range training requirements for budget and operational purposes are difficult to make, because the TLO's are rarely given adequate knowledge regarding the continuance or termination of existing operational programs or the establishment of new programs. It was suggested that, as a starting point, an inventory be made of personnel currently on overseas tours so that



planning for the training of their replacements could proceed, and that working liaison be established between the DD/P Training Committee and the Plans and Programs Coordination Staff of DD/P, in order that training requirements could be more closely related to operational planning.

3. Specific 00/I problem:

Various questions about the detail and assignment of Junior Officers were raised, which indicated a lack of common understanding between JO's, supervisors, and OTR. The status of JO's vis-a-vis OTR before and after transfer to a permanent duty assignment in the Agency, the selection criteria for JO's, and the mass of the JOT Program should be clerified by OTR.

4. Specific LU/A problems:

- A. Many on-duty personnel in DD/s Offices can not be spared for the six-week BIC, and yet their effectiveness on the job is directly related to their understanding of the intelligence process. It was suggested that the BIC might possibly be affered after hours, over a longer period of time, and on a less intensive basis for such personnel. It was agreed that such a BIC, if established, should be strictly limited to on-duty personnel.
- B. It was suggested that OTR should conduct a comprehensive research study on the various kinds of management training programs available in the U.S. seedemic and government institutions, from which the DD/A Offices could make selections in order to express their training requirements. It was recommended that the DD/A Offices should analyze the skills of their personnel which, on the basis of job requirements, needed further development and that eace statements of training objectives besed on the analysis of skills were expressed to OTR, the research necessary to provide or develop suitable training programs could be conducted. Morking level assistance would also be available from OTR in the formulation of training requirements, which in some instances might involve limited research and analysis of available training.

III. Recommendations

As a result of these meetings, it is recommended:

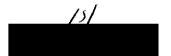
1. That separate menthly group meetings of DD/P (including Commo), DD/I, and DD/A ThO's be convened and chaired by the Chief, S/FP, for the purpose of isolating and discussing training problems on an informal basis; that these meetings be supplementary and precedent to monthly joint meetings of all ThO's, convened and chaired by the Director of Training for the purpose of reaching final decision on such training problems.

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- 2. That sgends for group meetings and joint meetings be circulated by S/PP far enough in advance to permit the TLO's concerned to add to or smend the agends.
- 3. That the agenia for the mext several group meetings and joint meetings include the following items:
- A. Those training policies related to the CIA Career Service Program which are approved by the CIA Career Service Board.
- B. A statement of the policies and principles governing the JOT Program, after such a statement is prepared by S/PP, in collaboration with Chief, Junior Officer Training Division, and approved by the Director of Iraining.
- C. A follow-up on training requirements after the submission of training requirements statements on 1 June and their analysis by S/PP.
- 4. That S/PP arrange for the participation of appropriate Idvision Chiefs of TR(G) whenever the agenda for group meetings contains items of interest to their operations.
- 5. That this memorandum be circulated to all Division Chiefs of TR(G) for their review and comment.
- IV. It is requested that you approve the recommendations contained in III above, in order that S/FP may put them into effect.



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